



Vision

A Fire Safe Delaware

Mission

Ensure the citizens and visitors of Delaware a fire and explosion safe environment.

Core Values

- ▲ Integrity
- ▲ Innovation
- ▲ Accountability
- ▲ Respect
- ▲ Customer Focus
- ▲ Public Stewardship
- ▲ Partnership
- ▲ Trust

Stakeholders

- ▲ All Citizens
- ▲ Governor
- ▲ Agency Personnel
- ▲ Corporate Partners
- ▲ Civic Organizations
- ▲ Consumer Protection Agency
- ▲ State Fire Prevention Commission
- ▲ Delaware Emergency Management Agency
- ▲ Delaware Fire Departments
- ▲ Department of Safety and Homeland Security

Core Services

1. Provide timely, thorough, professional investigations and enforcement of all laws and ordinances of the State. Services include investigation of fire incidents, the suppression of arson, prevention of fires and explosions, regulate the sale and use of explosives and combustibles, and homeland security preservation
2. Maintain the highest levels of life safety in educational, health care, places of assembly, government buildings, business and institutional occupancies through the enforcement of codes and standards
3. Provide the highest levels of timely and quality service in the Plan Review and Approval Program, Fire Protection Systems Certification and Licensing Program, and Quality Assurance Program for Fire Protection Systems
4. Provide invaluable fire safety information to the public through informational, educational, and juvenile counseling programs
5. Report, analyze and disseminate Delaware Fire Incident Reporting System (DFIRS) data from statewide fire departments

Introduction

In 1953, the State Legislature created the State Fire Marshal's Office (SFMO) and directed that regulations, reflecting nationally recognized standards, be promulgated to enhance life safety and property conservation for the citizens of Delaware. Public resources are devoted to this effort to reduce the loss of life, injuries, and property within the state

The State Fire Marshal's Office functions as an independent state agency under the State Fire Prevention Commission, which reports directly to the Governor. The State Fire Prevention Regulations as promulgated by the State Fire Prevention Commission form the State Fire Code (Delaware Code, Title 16, Chapter 6607), which are enforced by the SFMO.

As the agency exclusively responsible for the investigation of fire and post-blast explosions in Delaware, these areas of responsibility are in constant evolution. New counter-terrorism measures and security concerns have required additional education to assist first responders in planning for and responding to catastrophic incidents aligned with, the newly introduced Presidential mandate, National Incident Management System (NIMS).

The Strategic Plan

The State Fire Marshal's Strategic Plan sets forth a vision and a comprehensive mission statement that provides the Agency with a clear path into the future. In addition, the Plan identifies the core services that embody how the Agency's people, individually and collectively, will carry out the Agency's Mission. The following pages, SFMO lays out the goals, objectives, and strategies that allow the Agency to realize its vision.

Core Service 1.

Provide timely, thorough, professional investigations and enforcement of all laws and ordinances of the State. Services include investigation of fire incidents, the suppression of arson, prevention of fires and explosions, regulate the sale and use of explosives and combustibles, and homeland security preservation

This core service is essential for the reduction in the loss of life and injuries, suppression of arson, accurate determination of fire/explosive incident causes, and a fire and explosion safe environment for all citizens and visitors of Delaware.

Objective 1.1

Increase number of fire/explosive investigations cleared by arrest rate to 29% for Fiscal Year 2006, with an increase in the subsequent year until a 30% cleared by arrest rate is achieved

Objective 1.1 is consistent with legislative, agency wide policies, values and priorities by providing a fire/explosion safe environment for all citizens and visitors of Delaware, directly impacting the loss of life and injury and supports the Governor's Livable Delaware initiative.

Strategies

- Use proper allocation of resources and vigilance of personnel performance
- Improvement hinges on population served, available resources, emerging trends, and cooperation of stakeholders; thereby, careful monitoring must occur
- Utilize core operational sets of activities: investigatory and prosecutory procedures, management information systems, Major Incident Response Team (M.I.R.T.), and judicial services
- Long-term strategic alignment of agency policies and procedures

Performance Measure 1.1

Percentage of cleared fire/explosion investigations resulting in arrest or juvenile referral

Performance measure 1.1 allows management to determine overall investigative performance and effectiveness; thereby, assisting with resource allocation and training decisions.

- This performance measure tracks an improvement of outcome measure for agency performance.
- This performance measure is the primary outcome measure and is used for internal management and external reporting.
- The frequency of data collection is continuous and on a daily basis. Frequency of reporting is based on individual program parameters.
- The data is real-time and reflects the most recent information appropriate for the time period defined by the performance measure.
- The source of data for this measure is the Incident Log Database. This database is very reliable with regard to fire incident details and investigative activities and does not contain biases in the data.
- The annual reporting period is a calendar year; however, reporting parameters can be adjusted for agency and stakeholders needs.
- The data collection period and the reporting period are consistent.

FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
28%	28%	35%	29%	30%	30%	30%

Current National Average is 16.5%

Calculation

The calculation for the performance measure is determined by dividing the number incidents cleared by arrest or juvenile referral (numerator) by the total number of investigative incidents minus accidental determinations and undetermined incidents (denominator).

- The basic unit of measure is the individual fire/explosion incidents and the outcome of a cleared fire/explosion investigations. An investigation into the cause and origin of a fire/explosion incident is conducted and determines if the incident is accidental in nature and requires no further action or if the incident is criminal in nature and requires further investigation. Once an incident is listed as criminal in nature the only way an incident is cleared is by an arrest.
- This is a standard calculation for fire incident investigative activities. The SFMO is the only agency with this performance measure. The method of calculation is consistent across all agency units.
- All SFMO performance measure calculations encompass the proper data pool and calculations appropriate for the particular performance measure.

- This measure is an aggregate number based on sums of fire/explosion incidents. The measures are also disaggregated and analyzed by county.
- This measure is a proxy measure addressing the overall investigative performance and effectiveness. The data source has no known bias, caveats, or qualifiers.
- The data for this measure is the responsibility of Michael Chionchio and Randall W. Lee, Chief Deputy Fire Marshals. Contact information for these individuals respectively is: (302) 323-5375, e-mail michael.chionchio@state.de.us and (302) 856-5600, e-mail randall.lee@state.de.us. E-mail is preferred method of contact.

External Factors

Key external factors that could have a significant effect on achievement of this strategic goal are described below.

External economic factors, increases in population, internal resource availability, and personnel allocation are the most dominate variables that affect the SFMO delivery of this core service.

- a) Strengths**
Highly trained, knowledgeable, and committed personnel, agency's commitment to life safety issues along with the support of stakeholders.
- b) Weaknesses**
Strain on agency resources and personnel allocation. Financial compensation issues have resulted in undesirable turnovers of Deputy Fire Marshals resulting in the added expense of hiring and training new personnel.
- c) Opportunities**
The improvement of personnel and agency performance through management information systems.
- d) Threats**
Resource limitations and resulting personnel turnover coupled with sudden changes in regulations.

Accountability

The State Fire Marshal, Assistant State Fire Marshals, and Division Chiefs are accountable for achieving this SFMO objective.

Core Service 2.

Maintain the highest levels of life safety in educational, health care, places of assembly, government buildings, business and institutional occupancies through the enforcement of codes and standards

This core service is essential to reduce the threat to life and property loss through accurate and thorough compliance inspections and life safety surveys along with the successful resolution of citizen complaints and inquiries for the safety of all citizens and visitors of Delaware.

Objective 2.1

Decrease number of violations issued to repeat offenders to 5% for Fiscal Year 06, with a similar reduction in the subsequent years until a 4% repeat offender rate is achieved

Objective 2.1 is consistent with legislative, agency wide policies, values, and priorities by providing a fire/explosion safe environment for all citizens and visitors of Delaware, directly impacting the loss of life and injury, and provides the highest level of service to the recipients of the agency's services while allocating limited resources for the greatest benefit.

Strategies

- Review agency performance in relation to violations issued to repeat offenders of complaints, annual inspections and quality assurance inspections¹
- Consistent review of personnel performance and resource allocation
- Utilize operational sets of activities: prosecutory procedures, management information systems, judicial services and personnel resources management
- Monitor changes in building/fire code regulations and increased demands placed on agency
- through increased plan submissions
- Use of part-time inspectors coupled with the review of departmental short-term action plans to assure agency resources are applied properly and providing acceptable levels of service
- Short-term operational change of utilizing part inspectors for public assembly inspections

Performance Measure 2.1

Percentage of violations issued for repeat code violations based on Property Name

Performance measure 2.1 allows management to determine the effectiveness of inspection processes and in place quality control measures, which in turn assist in determining further process quality adjustments.

- This performance measure is an improvement of outcome and quality measure.
- This is a measure of process quality and outcome measure and is used for internal management.
- The source of the data for this measure is the Incident Log Database. The data is comprehensive and reliable for all inspections and does not contain biases.
- The frequency of data collection is continuous and on a daily basis. Frequency of reporting is based on individual program parameters.
- The data used is real-time and reflects the most recent information appropriate for the time period defined by the performance measure.
- Typically the annual reporting period is based on a calendar year; however, reporting parameters can be adjusted for agency and stakeholders needs.
- The data collection period and the reporting period are consistent.

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Violations issued	1242	2523 ²	2245				
Number repeat violations	168	151	91				
Repeat offenders %	14%	6%	4%	5%	4%	4%	4%

Calculation

The calculation for the performance measure is based on queries that provide the following information. The first query identifies and tallies a listing of repeat offenders by Property Name and corresponding violations. This information is then compared to an identical tallied query from a corresponding historical period. The percentage for this measure is calculated by dividing the determined historical query count (numerator) by the total violations issued (denominator).

- The basic unit of measure is based on individual violation. Property Name is a unique property name for an individual establishment.
- This calculation is not based on a standardized number as cited in the above example. The SFMO is the only agency with this performance measure. The method of calculation is consistent across all agency units.
- All SFMO performance measure calculations encompass the proper data pool and calculations appropriate for the particular performance measure.
- This measure is an aggregated number based on sums of violations issued. The measures are also disaggregated and analyzed by county.
- This measure is a proxy measure addressing effectiveness of inspection processes and effectiveness of penalty structure. The data source does not have a bias, caveats or qualifiers.
- The data for this measure is the responsibility of agency Division Chiefs: Randall Lee, Mike Chionchio, Duane Fox, and John Rossiter. Contact information for these individuals respectively is (302) 856-5600, e-mail randall.lee@state.de.us; (302) 323-5375, e-mail michael.chionchio@state.de.us; (302) 856-5600, e-mail Duane.fox@state.de.us; (302) 323-5375, e-mail john.rossiter@state.de.us. E-mail is preferred method of contact.

External Factors

Key external factors that could have a significant effect on achievement of this strategic goal are described below.

Variables that affect the agency's delivery of this core service include external economic factors, burgeoning population, increased construction/plan submissions, and personnel allocation and productivity.

- a) Strengths
Highly trained, knowledgeable, and committed personnel, agency's commitment to life safety issues, along with the support and endorsement of stakeholders.
- b) Weaknesses
Demand on agency services versus resource availability. Limited resources are further challenged by exempt (state or municipal) projects, which consume agency resources while providing zero return in revenue. Additionally, the recent adoption of Delaware Code, Title 16, Chapter 66, §6638, False Fire Alarms, is placing a greater demand on agency resources.
- c) Opportunities
Improvement of personnel and agency performance through management information systems, utilization of part-time inspectors to boost agency

performance, and the False Fire Alarms legislation, which is allowing the SFMO to assist local volunteer departments with resource demands.

d) Threats

Resource limitations, exponential increase in statewide plan review submissions and sudden changes in regulations that would increase agency workload.

Accountability

The State Fire Marshal, Assistant State Fire Marshals and Division Chiefs are accountable for achieving this SFMO objective.

Core Service 3.

Provide the highest levels of timely and quality service in the Plan Review and Approval Program, Fire Protection Systems Certification and Licensing Program, and Quality Assurance Program for Fire Protection Systems

This core services is essential for the safety of all citizens and visitors of Delaware.

Objective 3.1

Reduce the turn around time for initial full plan review from 15 working days to 10 working days

Objective 3.1 is consistent with gubernatorial, legislative, and SFMO policies, values, and priorities by providing the highest level of service to the recipients of department's services in an efficient and financially prudent manor. This objective is consistent with the Governor's Livable Delaware initiative by streamlining a regulatory process.

Strategies

- Aggressively analyze turn around time for initial full plan reviews weighted with staffing levels and number of plan submittals
- Monitor staffing and resource allocations in each county office in comparison to the number of plan submittals
- Utilize core operational sets of activities: management information systems and human resource management
- Long-term and short-term strategic alignment of resource allocation based on demand from the increasing state population and resulting number of full plan reviews submitted to the SFMO
- Monitoring and enforcement of changes in building/fire code regulations and resulting educational requirements.

Performance Measure 3.1

Average number of days for initial review of submitted plans

Performance measure 3.1 allows management to gauge performance simply because the quantity of output versus number of processing hours demonstrates department efficiencies utilizing available resources; consequently assisting with productivity decisions and resource allocation.

- This performance measure is an improvement of outcome measure along with an improvement in efficiency measure.
- This performance measure is utilized in internal management and external reporting
- The source of the data for this measure is the Quality Assurance Program database and the Permit Management System database. This data source is comprehensive and reliable for all initial plan reviews and does not contain biases.
- The frequency of data collection is continuous and on a daily basis. Frequency of reporting is based on individual program parameters.
- The data is real-time and reflects the most recent information appropriate for the time period defined by the performance measure.
- The annual reporting period is based on a calendar year; however, reporting parameters can be adjusted for agency and stakeholders needs.
- The data collection period and the reporting period are consistent.

FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
13	14	14 ³	12 ⁴	12	10	10

Calculation

The calculation for the performance measure is derived by dividing the number of plan reviews receiving preliminary approval (numerator) by the total number of plan reviews (denominator).

- The basic unit of measure is an initial full plan review. A plan review is a review of external project submissions. Submissions could be a new building, a renovation, fire alarm system, sprinkler system, hood suppression system, and/or combustible materials tanks.
- This calculation is not based on a standardized number as cited in the above example. The SFMO is the only agency with this performance measure. The

method of calculation for all SMO performance measures is consistent across all agency units.

- All SFMO performance measure calculations encompass the proper data pool and calculation appropriate for the particular performance measure.
- This measure is an aggregate number based on number of plan reviews. The measure is also disaggregated and analyzed by county.
- The measure is a department level surrogate measure and the data source does not have bias, caveats or qualifiers.
- The data for this measure is the responsibility of: R.T. Leicht, Chief of Technical Services, Duane Fox and John Rossiter, Division Chiefs. Contact information for these individuals respectively is (302) 323-5365, e-mail R.T.Leicht@state.de.us; (302) 856-5600, e-mail Duane.fox@state.de.us; (302) 323-5375, e-mail john.rossiter@state.de.us. E-mail is preferred method of contact.

External Factors

Key external factors that could have a significant effect on achievement of this strategic goal are described below.

Variables that affect the agency's delivery of this core service include external economic factors, burgeoning population, increased construction/plan submissions and personnel allocation and productivity.

a) Strengths

Highly trained, knowledgeable, and committed personnel, agency's commitment to life safety issues along with the support and endorsement of stakeholders.

b) Weaknesses

Strain on agency resources and personnel allocation. The limitation of this measure is the demand on agency services versus resource availability. Results directly hinge on the number of initial full plans that can be reviewed with available resources and personnel.

c) Opportunities

The improvement of personnel and agency performance through management information systems and the utilization of part-time inspectors to boost agency performance.

d) Threats

Resource limitations, exponential increase in statewide plan review submissions and sudden changes in regulations that would increase agency workload.

Accountability

The State Fire Marshal, Assistant State Fire Marshals, and Chief Fire Protection Specialist are accountable for achieving this SFMO objective.

Core Service 4.

Provide invaluable fire safety information to the public through informational, educational, and juvenile counseling programs

This core service is essential for educating citizens and visitors of Delaware about fire safety with the desired outcome of reducing the loss of life and property for all citizens with a special emphasis on individuals with disabilities and adolescents who play with matches, lighters, or cause fires, often as a result of behavioral problems or curiosity.

Objective 4.1

Increase public events attendance levels by 10% for Fiscal Year 2006 and 5% each subsequent fiscal year

Objective 4.1 is consistent with gubernatorial, legislative, and SFMO policies, values, and priorities because of its invaluable dissemination of fire safety information. This objective is consistent with the Livable Delaware initiative by making Delaware an ideal place to live, work, and raise a family.

Strategies

- Serve the juvenile and individuals with disabilities segments of the population at the highest possible service level with respect to personnel and resource allocation
- Utilize core operational sets of activities: internal resource, personnel allocation, and management information systems
- Long-term strategic analysis of educational resources and statistics for the greatest impact of limited resources and the increased use of information systems to disseminate information in a more productive manner
- Address short-term operational factors such as surges in juvenile intervention and individuals with disabilities demands

Performance Measure 4.1

Total number in attendance at public education events with a separate accounting of children present, assistance to people with disabilities, and juvenile interviews breakdown

Performance measure 4.1 assists management with departmental and personnel performance based on the public event attendance rates and number of individuals receiving assistance and counseling; thereby illustrating resource allocation and productivity decisions.

- This performance measure is a change in quantity outputs along with increased input resource measure.
 - This performance measure is used in internal management and external reporting.
 - The source of the data for this measure is located in the Incident Log Database. The data is realistically reliable based on simple head counts; however, attendance numbers at public education events are estimates. This data source is reliable and there are no biases with this data.
 - The frequency of data collection is continuous and on a daily basis. Frequency of reporting
- based on individual program parameters.
 - The data used is real-time and reflects the most recent information appropriate for the time period defined by the performance measure.
 - The annual reporting period is based on a calendar year; however, reporting parameters can be adjusted for agency and stakeholders needs.
 - The data collection period and the reporting period are consistent.

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Total children	19879	19246	17884				
Total attendance	32108	34203	35686 ⁵	39500	41475	43549	45726
Total juvenile referrals	229	237	243				

Calculation

The performance measure is calculated by a simple count of the number people in attendance at public education events with a separate accounting of children present, tally of persons assisted with disabilities and juvenile interviews.

- The basic unit of measure is an individual child, adult or individual persons with disabilities. Juvenile interviews are confidential counseling session with juveniles.
- This calculation is not based on a standardized number as cited in the above example. The SFMO is the only agency with this performance measure. The method of calculation for all SFMO performance measures is consistent across all agency units.
- All SFMO performance measure calculations encompass the proper data pool and calculation appropriate for the particular performance measure.

- This measure is an aggregate number based on sums of people in attendance at public education events. The measure is also disaggregated and analyzed by county.
- The measure is a department level surrogate measure and the data source, as previously explained, in some cases contains estimated figures. The data source does not have bias, caveats or qualifiers.
- The data for this measure is the responsibility of John F. Lattomus, Juvenile Intervention Program Manager. Contact information for this individual is (302) 856-5600, e-mail john.lattomus@state.de.us. E-mail is preferred method of contact.

External Factors

Key external factors that could have a significant effect on achievement of this strategic goal are described below.

Variables that affect the agency's delivery of this core service include external economic factors and personnel allocation and productivity.

- Strengths**
Highly trained, knowledgeable, and committed personnel, agency's commitment to educational life safety issues along with the support and endorsement of stakeholders.
- Weaknesses**
Strain on agency resources and personnel allocation. Limited resources directly impact the number of juvenile audience deliveries and assistance to citizens with special needs.
- Opportunities**
Vast support provided through stakeholders. Results directly hinge on the number of individuals in attendance at public education events
- Threats**
Resource limitations, directly impacting number of audience deliveries, and lack of specialized resources to reach increasing Hispanic juvenile population in the State.

Accountability

The State Fire Marshal and Juvenile Intervention Program Manager are accountable for achieving this SFMO objective.

Core Service 5.

Report, analyze and disseminate Delaware Fire Incident Reporting System (DFIRS) data from statewide fire departments

This core service is essential for providing agency and other stakeholders with valuable statewide statistical information. Additionally, the Department of Homeland Security requires participation within the National Fire Incident Reporting System, the parent database of DFIRS, to maintain funding received from the Assistance to Firefighters Grants. Since 2003, over 3 million dollars has been received by Delaware fire departments as a result of these grants.

Objective 5.1

Provide stakeholders valuable DFIRS information, at a minimum, on a quarterly basis by Fiscal Year 2006 to assist with fire inspections, prevention, training programs, and legislative mandates

Objective 5.1 is consistent with gubernatorial, legislative, and agency-wide policies, values, priorities and the Governor's Livable Delaware initiative by complying with legislative mandates, assisting with the reduction of loss of life and injury through management information, and allocating limited resources for the greatest benefit.

Strategies

- Quarterly monitoring of performance and resource allocations on a predefined basis
- Continue aggressive communication efforts to obtain monthly data submissions from Delaware's 61 fire departments
- Utilize core operational sets of activities: management information systems, human resource services, and the National Fire Incident Reporting System
- Long-term strategic alignment of personnel performance and for increased and timely fire department data submissions
- Short-term operational improvements through County Chief Meetings and State Fire Prevention Commission.
- Obtain additional resource allocations for improvement to monthly reporting and review processes

Performance Measure 5.1

Percentage breakdown of incident types for reported statewide incidents.

Performance measure 5.1 assists management with gauging performance effectiveness in relation to legislation, prevention and training programs subsequently assisting with resource allocation decisions for future agency programs.

- This performance measure is an improved input resource measure.
- This measure is used in internal management and tells the Agency's performance effectiveness in relation to legislative mandates, prevention and training programs, and future program development.
- The data source for this measure is the DFIRS database part of the Department of Homeland Security's NFIRS database. The data is as reliable as the accuracy of data entry. The accuracy of the data entry depends on each fire department's ability to enter information correctly. There are no biases with this data.
- The frequency of data collection is monthly. Frequency of reporting is based on individual program parameters.
- The data is at a minimum of 30 days old when collected.
- The annual reporting period is on a calendar year.
- The data collection period and the reporting period are consistent.

FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
NA	NA ⁶	75%	100%	100%	100%	100%

Calculation

The calculation for this performance measure is calculated by tallying all incidents entered. The number of incidents are then classified into 9 separate categories and subtotaled to obtain a category percentage. This percentage is then further analyzed to provide an exact breakdown of each particular incident type within the category by dividing the sum of each particular incident type (numerator) by the sum of the category (denominator).

- The basic unit of measure is an incident. An incident can be classified into 9 broad categories: fire, overpressure/explosion, rescue & ems, hazardous conditions, service call, false call, severe weather, or other.
- This calculation is not based on a standardized number as cited in the above example. The SFMO is the only agency with this performance measure. The method of calculation for this SFMO performance measures is consistent across all agency units.
- All SFMO performance measure calculations encompass the proper data pool and calculation appropriate for the particular performance measure.

- This measure is a disaggregated number based on classification breakdown of percentage of incidents. This performance measure can be further analyzed by county and department level.
- This measure is a proxy measure addressing the issue of legislative, training and education benchmarks. The data source has the caveat of the data only being as accurate as the data entry performed by fire department personnel.
- The data for this measure is the responsibility of Crystal E. Beach, DFIRS Program Manager. Contact information is (302) 739-5665, e-mail Crystal.Beach@state.de.us. E-mail is the preferred method of contact.

External Factors

Key external factors that could have a significant effect on achievement of this strategic goal are described below.

Timely external fire department data submittal, internal resource availability, and personnel allocation are the most dominate variables that affect the SFMO delivery of this core service.

a) Strengths

Lie in the dedicated agency personnel, the support of the stakeholders and the programs ability to target agency opportunities, such as educational programs and equipment expenditures.

b) Weaknesses

Delinquent submissions of data from volunteer fire departments and severely limited agency resources.

c) Opportunities

Providing statistical analysis on incident trends, causes, and other findings and facts for future agency growth and development, along with addressing changing operational requirements and allocation of agency resources. From pollution studies to plotting new fire stations due to population growth this core service has much room for growth.

d) Threats

Personnel resource limitations and most importantly the volunteer fire departments ability to send data to the SFMO on a timely basis.

Accountability

The State Fire Marshal, Assistant State Fire Marshal, and Delaware Fire Incident Reporting System Program Manager are accountable for achieving this SFMO objective.

Strategic Plan Evaluations and Analysis

Performances deviating from previous forecasts are reviewed in depth for applicable corrective measures. Below are such evaluations and/or analysis:

¹ The newly enacted False Fire Alarm Program will require the development of Objective 2.2 upon obtaining proper baseline operational data. The False Fire Alarm Program targets repeat offenders and the subsequent occurrence of false fire alarms overtaking fire department resources and manpower throughout Delaware.

² The dramatic increase in violations issued is a direct result of the initial stages of yearly public assembly inspections. Although the number of violations increased (due to the fact many facilities are being inspected for the first time in many years) a decrease in repeat violators is occurring because stakeholders are aware of the aggressive inspection program and are maintaining their facilities in better condition than in the past.

³ With additional staff added in FY 2005 the turn around time in Sussex County was reduced to 10 days and Kent County reduced to 9 days; however, overall average statewide turn around time is currently 14 days. This statewide turnaround time is a reflection of a 20% increase in existing structures renovation and new construction plans submitted from FY 2004 to FY 2005 in New Castle County. In addition to the number of plans submitted outpacing New Castle staffing levels, the majority of projects submitted were major projects requiring more review time than standard plan submissions.

⁴ Projected Performance Measure for FY 2006 and FY 2007 lowered based on current level of agency resources and continued increase in statewide plan submissions for new construction and renovations. Performance level is at saturation point without acquiring additional agency resources.

⁵ Several weather related events reduced attendance numbers at various events in addition to generally lower attendance numbers at large scale events (i.e.: Delaware State Fair).

⁶ Objective and performance measures have changed for this core service. The original Fiscal Year 2005 objective provided an objective of fire incident types breakdown only; however, further information demands have changed this objective to analysis and breakdown of all incident types for in-depth targeted analysis.